

LEADERSHIP DEFINED

Leadership is:

INFLUENCING people-- by providing
Purpose, Direction and Motivation-- while

OPERATING to accomplish the mission and w

IMPROVING the organization.

THE LEADER

of Character and Competence ACTS...

VALUES

“Be”

ATTRIBUTES

SKILLS

ACTIONS

“Know”

“Do”

to Achieve Excellence

Loyalty

Mental

Interpersonal

Influencing

Duty

Physical

Conceptual
Operating

Respect

Emotional

Technical

Improving

**Selfless
Service**

Tactical

Honor

Integrity

Personal Courage

LEADERSHIP COMPONENT “KNOW”

Core dimension “Skills”

INTERPERSONAL

(Competence dealing with people)

CONCEPTUAL

(Competence in dealing with ideas)

TECHNICAL

(Competence with job-related tasks)

TACTICAL

(Competence in combining the first three skills to accomplish a mission)

DIRECT LEADER ACTIONS

DO (Actions)

Influencing

Improving

Communicating

Planning

Decision-making

Executing

Motivating

Learning

Operating

Developing

Building

Assessing

LEADERSHIP CORE DIMENSIONS

Leaders of Character and Competence
Excellence by providing

Act to achieve

VALUES motivation.	ATTRIBUTES "BE"	SKILLS "KNOW"	purpose, direction, and ACTIONS "DO"		
Loyalty	Mental	Interpersonal	Influencing	Operating	
Improving	Will	coaching	Communicating	Planning	
Developing	Initiative	teaching			
Duty	Self-discipline	counseling			
Respect	Judgement	motivating			
	Self-confidence	empowering	Decision-making	Executing	
Building	Intelligence	Conceptual			
Selfless- Service	Physical		Motivating		
Honor	Health fitness			Assessing	Learning
	Physical fitness				
Integrity	Military bearing	Technical			
	Professional				
Personal- Courage	Bearing	Tactical			
	Emotional				
	Self-control				

Balance
Stability

	DIRECT	ORGANIZATIONAL	
STRATEGIC			
Type of Influence Mostly indirect		Mostly direct	Direct & Indirect
Size of unit/organizations organization	Teams, sections, branches, small units, small and large groups	Large units & organizations	Mass & groups of organizations
Representative 500,000+	3-600+	600-12,000+	50,000-
number of subordinates			
Time span of work Level of Warfighting	3-12+ months Tactical	2-10 years Tactical	10-20+ years Operational and Strategic
Corresponding km National, continental, area of (warfighting) influence Level of Corps, numbered Headquarters	Roughly less than 5000 - 10,000 meters Team, squad, section, platoon, army, unified and company, battalion	& regional Battalion, directorate	Sector of 10-15+ & global brigade, division specified

LEADER STYLES AND LEVELS OF LEADERSHIP

LEADERSHIP STYLES **LEADERSHIP**

- 1. Directing**
- 2. Participating
Organizational**
- 3. Delegating**

LEVELS OF

- 1. Direct**
- 2.**
- 3. Strategic**